



**General Land Office  
Workforce Plan  
Fiscal Years 2009-2013**

# **General Land Office Workforce Plan Fiscal Years 2009-2013**

## **I. Overview**

### **A. Agency Mission and Philosophy**

1. **Mission.** The mission of the Texas General Land Office is to:
  - Maximize revenues through effective management of state resources,
  - Provide benefits to Texas veterans, and
  - Preserve and protect the state's natural resources and vast collection of historical land records.
2. **Philosophy.** The General Land Office's philosophy is based on nine values that will guide the decision-making processes and ensure balance between its resources and mission.
  - **Accountability.** We will create a climate of accountability that enhances productivity and satisfaction for employees and customers. We will strive to maintain accountability among our fellow employees and to those we serve.
  - **Diverse Workforce.** We believe that diversity is paramount and essential. We will strive to encourage a recruitment and retention process to reflect the diversity of Texas.
  - **Efficiency.** We continually strive to improve the efficiency of operations. We will spend resources wisely - always in the best interest of the citizens of Texas and in accordance with statutory responsibilities. We will strive to minimize bureaucracy by delegating authority and decision-making and eliminating ineffective procedures.
  - **Ethics.** We will set a high standard of ethics that promotes better service to employees and the citizens of Texas. We will strive to develop, maintain, and direct measures to ensure this standard.
  - **Fairness.** We will treat fellow employees and customers fairly and courteously.
  - **Inclusiveness.** We believe that inclusiveness is important and essential. We will strive to create an environment where all employees and citizens of Texas have opportunities for access and participation.

- Innovation. We will foster a work environment where employees are encouraged to make suggestions for improvements, productive suggestions will be implemented, and employees will be recognized for their ideas.
- Professionalism. We will strive for professionalism in providing the highest quality service to customers. This service will be a model of consistency that ensures courtesy and integrity.
- Quality. We are committed to providing extraordinary service at the lowest possible cost with the greatest sense of pride.

## B. Strategic Goals, Objectives and Strategies

<b>Goal I</b>	To enhance the value of state assets, and the revenues they generate through prudent and innovative management, acquisition, and investments of agency and state-owned land, minerals, and other assets.
<b>Objective</b>	Generate revenue from the lease of state land each year in amounts commensurate with projected trends in the energy market; ensure at least 10 percent of oil and gas revenues through auditing, in-kind marketing, and power marketing activities and renewable energy activities on an annual basis; and ensure that at least 75 percent of Permanent School Fund uplands acreage is leased each year.
<b>Strategies</b>	<p>Assess the revenue potential of state lands for energy leasing and conduct aggressive energy leasing and revenue management activities.</p> <p>Promote the sale and use of state-owned energy resources, including renewable energy resources, to maximize the revenues generated by assets and develop public-private partnerships and programs to promote economic development.</p> <p>Prosecute for the defense of title to Permanent School Fund lands and the Relinquishment Act, royalty deficiencies and other mineral lease claims or cases.</p>

<b>Objective</b>	Generate revenue and enhance the value of the Permanent School Fund commensurate with projected trends in the Texas real estate market; ensure an annual targeted rate of return of at least 8.5 percent.
<b>Strategies</b>	<p>Promote and conduct Uplands/Surface leasing activities for Permanent School Fund and state agency lands.</p> <p>Promote and conduct coastal leasing activities for Permanent School Fund and state agency lands.</p> <p>To evaluate, acquire and dispose of real property on behalf of the Permanent School Fund and to evaluate and dispose of underutilized state-owed land.</p> <p>Conduct surveys and appraisals on Permanent School Fund and state agency land.</p>
<b>Goal II</b>	To preserve, protect, improve and restore the Texas environment, beaches and coastal areas, and promote the wise use of resources while creating new markets and jobs, through environmental initiatives in partnership with the public and private sector.
<b>Objective</b>	Protect and maintain 20 percent each year of developed, accessible, and eroding gulf shorelines.
<b>Strategies</b>	<p>Administer federal-funded Texas Coastal Management Program (CMP), CMP grants, Coastal Impact Assistance Program (CIAP), Beach Watch, state funded beach management program and a coastal erosion control and beach nourishment program.</p> <p>Develop and implement a comprehensive coastal erosion response program and grants.</p>
<b>Objective</b>	Provide constant capability to prevent or respond to oil spills and decrease the number of spills by 5.0 percent by fiscal year 2010.
<b>Strategies</b>	<p>Develop and implement an oil spill response program to respond quickly and efficiently to oil spills.</p> <p>Develop and implement a comprehensive oil spill prevention program to monitor the integrity of oil transport through Texas coastal waters.</p>

<b>Goal III</b>	To provide Texas veterans with self-supporting benefit programs offering below-market interest rate loans for land, homes and home improvements; high quality long-term nursing home care; and an honorable final resting place.
<b>Objective</b>	Manage program assets to cover 100 percent of loan demand, debt service and program expenses; reach one-third of Texas veterans annually with program information; maintain delinquency and foreclosure ratios at less than industry averages; and provide veterans with quality nursing home care and dignified burial sites.
<b>Strategy</b>	<p>Provide veterans with benefit information, below-market lending opportunities, and efficient loan services; manage active loan accounts and bond funds to ensure the financial integrity of the VLB loan programs.</p> <p>Administer nursing home facilities to ensure veterans receive quality nursing home care.</p> <p>Provide burial sites for Texas veterans.</p>
<b>Goal IV</b>	To establish and carry out policies governing purchasing and service contracts that foster meaningful and substantive inclusion of Historically Underutilized Businesses (HUBs).
<b>Objective</b>	To make a good faith effort to assist Historically Underutilized Businesses (HUBs) to receive contracts and subcontracts awarded annually by the agency in the specific procurement categories while striving to meet or exceed the HUB percentage goal for the particular category utilized.
<b>Strategy</b>	Develop and implement a plan for increasing the use of Historically Underutilized Businesses through purchasing and service contracts.

### C. Agency Business Functions

The Republic of Texas Congress established the Texas General Land Office (GLO) in 1836 shortly after Texas won its independence from Mexico. The GLO was originally responsible for managing the public domain by collecting and keeping records, providing maps and surveys, and issuing land titles. Since then the GLO's duties have evolved, but its core mission is still the management of state lands and mineral-right properties totaling 20.3 million acres. Included in that portfolio are the beaches, bays, estuaries and other "submerged" lands out to 10.3 miles in the Gulf of Mexico, institutional acreage, grazing lands in West Texas, timberlands in East Texas, and commercial sites in urban areas throughout the state.

In managing that property, the GLO leases drilling rights for oil and gas production on state lands, producing revenue and royalties which are funneled into the state's Permanent School Fund. The dividends and interest from Permanent School Fund investments go into the Available School Fund, and from there money is distributed to school districts on a per-pupil basis, helping to offset local property taxes. Since the Permanent School Fund was established in 1854, the Texas General Land Office has deposited into it more than \$6.8 billion, mostly from oil and gas leases and real estate trades and sales.

In addition to its oil and gas activities, the GLO's responsibilities now cover many other areas. As the oldest state agency in Texas, the GLO's Archives and Records division houses original Spanish, Mexican, and Republic of Texas land grants and associated documentation. The Asset Management program helps promote efficient use of state real property. The Adopt-A-Beach, Coastal, and Oil Spill Prevention and Response programs work to protect our natural resources. The GLO triggers economic development through its natural gas marketing initiatives and loan programs offered to veterans through the Texas Veterans Land Board (VLB).

The GLO's offices are located across the state. The largest percentage of employees are found in the Stephen F. Austin building in Austin, while the Appraisal, Asset Inspection, Energy Resources, Oil Spill Prevention and Response, Coastal Resources, and Veterans Land Board programs have employees assigned to field offices.

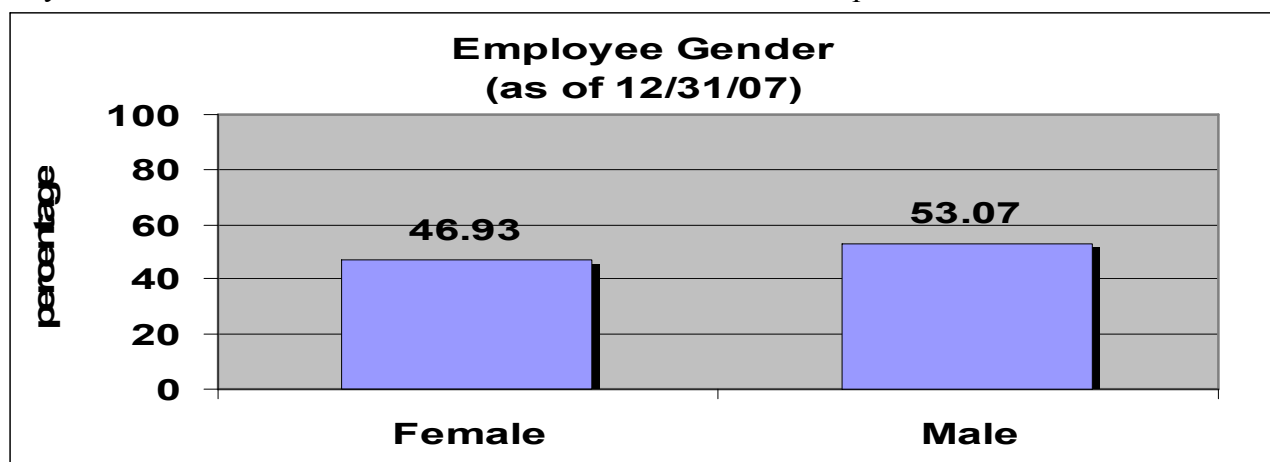
#### **D. Anticipated Changes to the Mission, Objectives, Strategies and Goals**

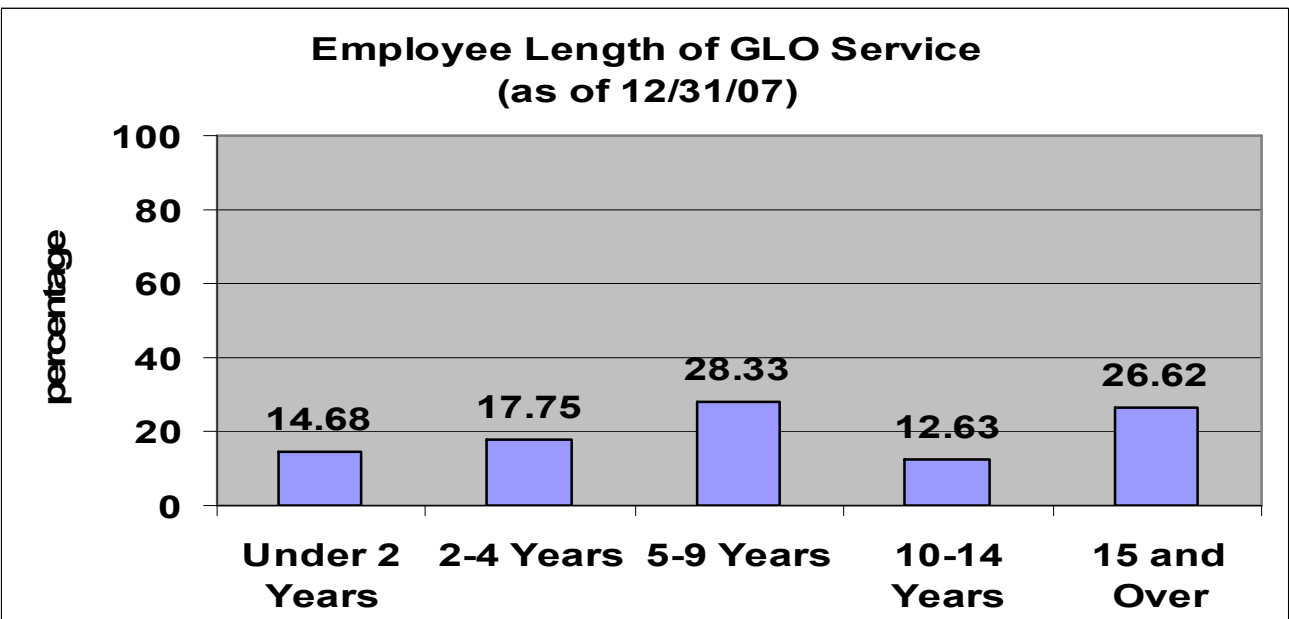
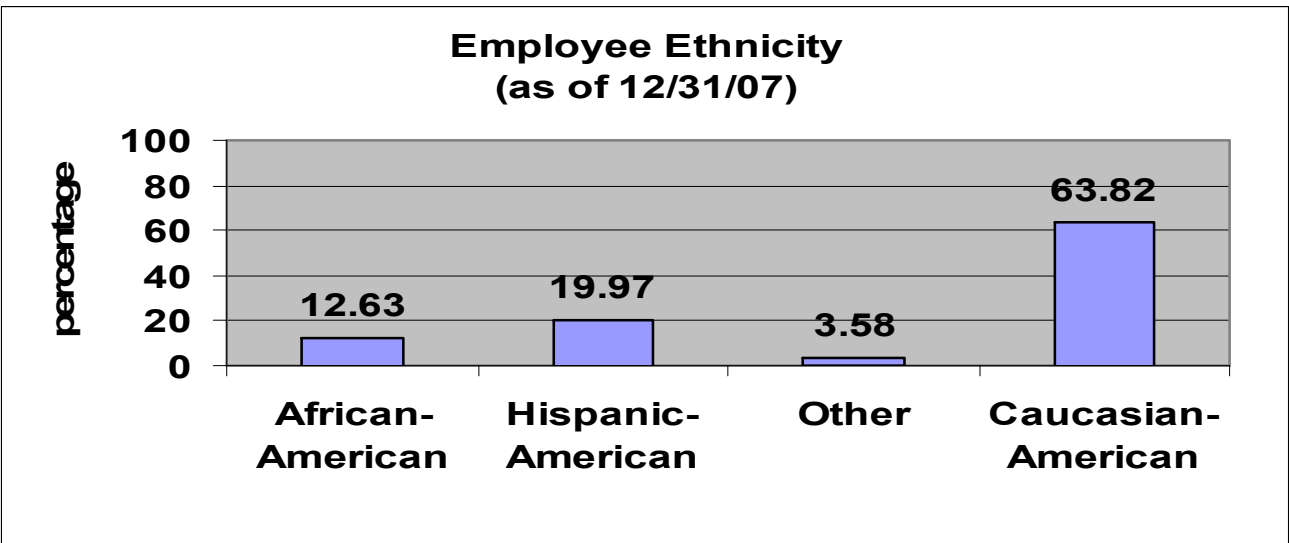
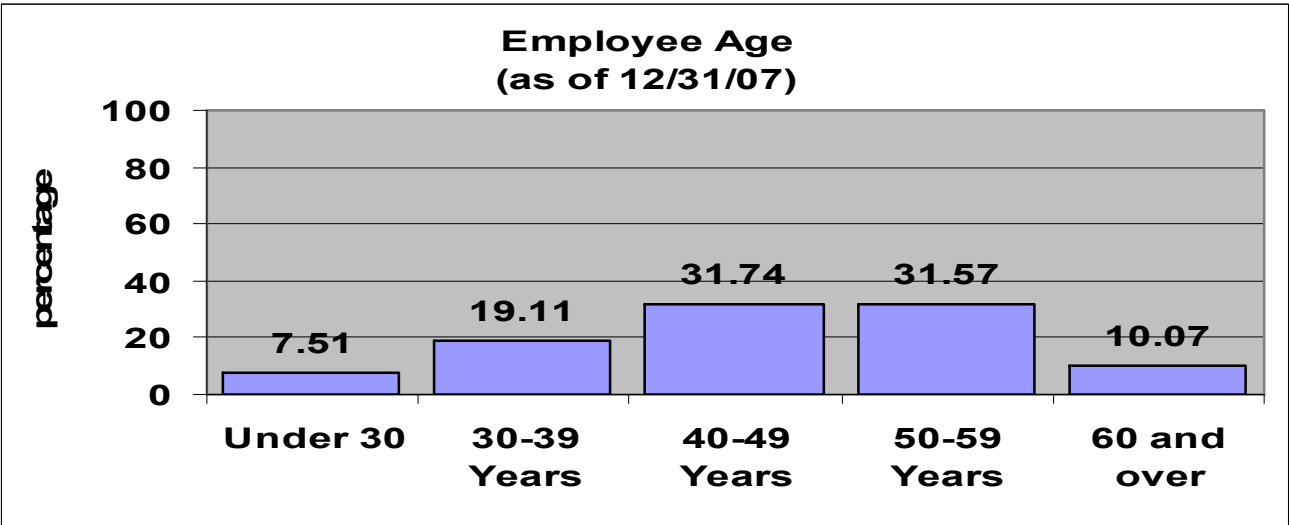
The GLO's core mission is not expected to change in the next five years. In addition, no major changes to the GLO's objectives, strategies and goals are expected.

## **II. Current Workforce Profile**

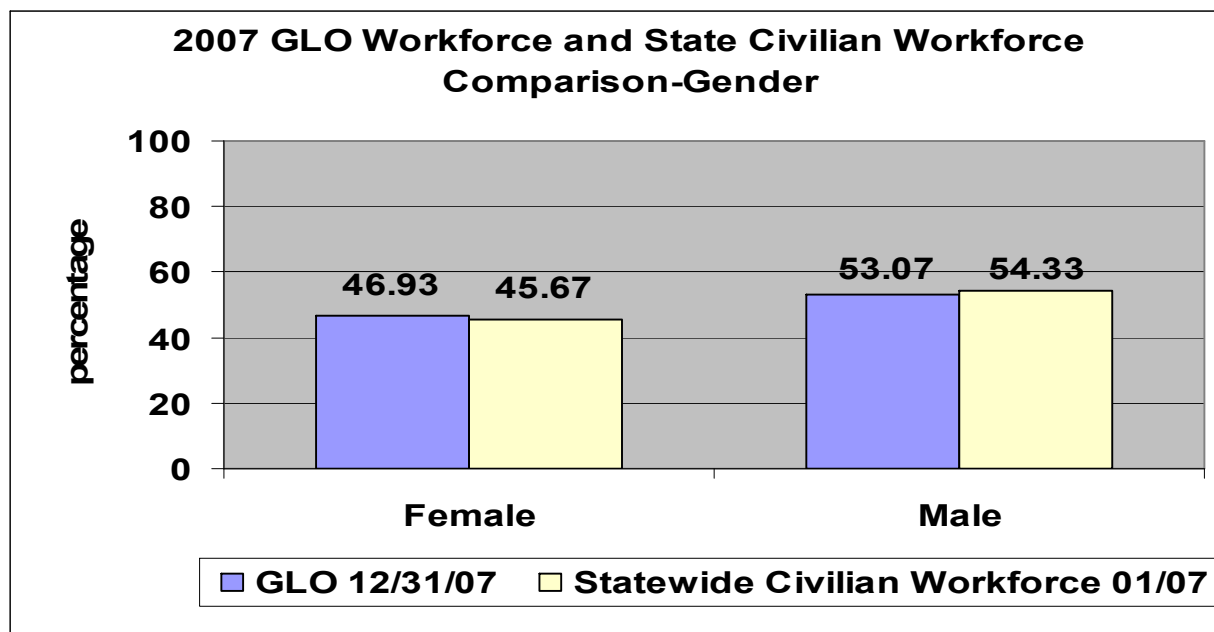
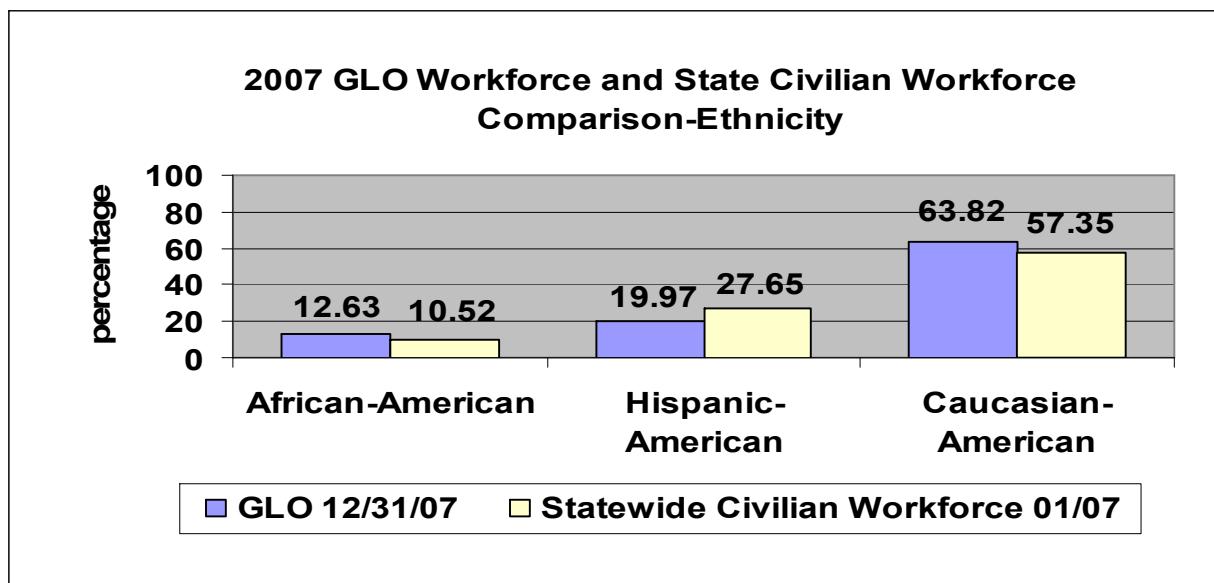
### **A. Workforce Demographics**

The following charts profile the GLO's full-time and part-time workforce as of December 31, 2007, based on data from the Uniform Statewide Payroll System. The GLO's current workforce is comprised of 53.07 percent males and 46.93 percent females. Approximately 73.38 percent of GLO employees are age 40 or over, while only 7.51 percent are under 30. Approximately 32.43 percent of GLO employees have less than five years GLO service and 26.62 percent have 15 or more years GLO service. The percentages of those over 50 years of age and with 15 or more years of GLO service have increased since the last Workforce Report.





The following charts compare the GLO's ethnicity and gender percentages as of December 31, 2007 to that of the statewide civilian workforce<sup>1</sup>.



<sup>1</sup> Texas Workforce Commission's Statewide Civilian Workforce Composition (Table 1 of the TWC's January 2007 Equal Employment Opportunity and Minority Hiring Practices Report). This report only contains data regarding the state's Caucasian, African American, Hispanic, and female workforce.

For the January 2007 report, the Texas Workforce Commission compiled the Statewide Civilian Workforce Percentage Composition by using data from the Bureau of Labor Statistics (BLS). BLS distinguishes between ethnicity (Hispanic or Non-Hispanic) and race (White, Black, Other) and captures data on these classifications independent of each other. As a result, Hispanics are included in both the White and Black racial numbers. BLS also allows respondents to report themselves in more than one racial category. The statewide job application, used to capture GLO ethnicity data, does not allow multiple ethnic entries. It also does not distinguish between ethnicity and race. Rather, it treats Hispanic as an ethnic choice, along with White, Black, Asian/Pacific Islander, or American Indian/Alaskan Native. Accordingly, the statewide African American and Caucasian American statistics are not a direct comparison to the GLO's numbers because the statewide statistics include Hispanics.



## December 31, 2007

Job Category <sup>2</sup>	Caucasian American		African American		Hispanic American		Other		Females	
	GLO%	State %	GLO%	State %	GLO%	State %	GLO%	State %	GLO %	State %
Officials/Administrators	76.8%	75.2%	12.5%	6.6%	8.9%	14.2%	1.8%	N/A	33.9%	37.3%
Professional	66.4%	71.3%	10.4%	8.3%	19.5%	13.4%	3.8%	N/A	43.4%	53.2%
Technician	64.2%	61.8%	6.2%	12.4%	25.9%	20.2%	3.7%	N/A	22.2%	53.8%
Para-Professional <sup>3</sup>	43.8%	N/A	29.2%	N/A	20.8%	N/A	6.3%	N/A	79.2%	N/A
Administrative Support	56.6%	60.6%	18.1%	11.2%	22.9%	24.1%	2.4%	N/A	74.7%	64.7%

Overall, the agency percentages exceed the state workforce for African-Americans and females, but are below the state averages for Hispanics. Job categories where the GLO percentage is less than 80 percent of the state percentage are shown in red (for those job categories found at the GLO). Agency recruitment will continue to seek out various ways to reach those segments of the state workforce that are underrepresented at the GLO in an effort to obtain an applicant pool that reflects the diversity of the state, and thereby help reduce the differentials noted above.

### B. Retirement Eligibility

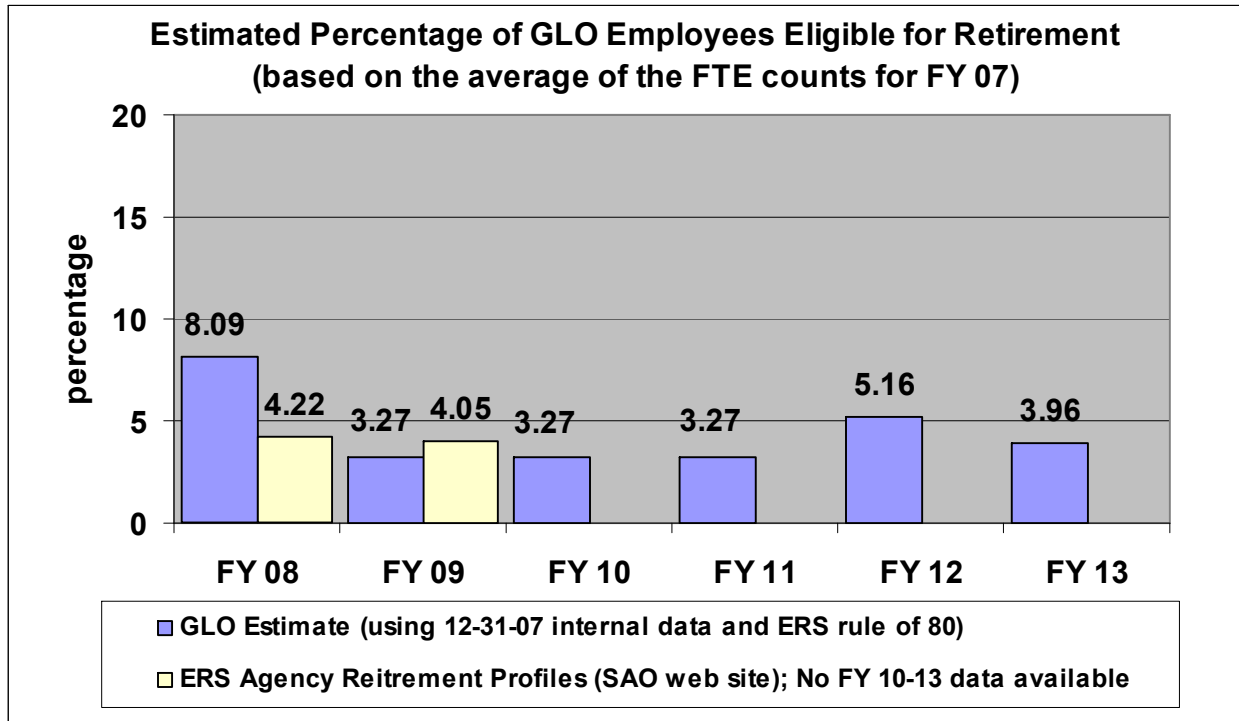
Because the GLO is a mature agency (with almost three-quarters of its employees over the age of 40 and over 40 percent of its employees over the age of 50), retirements will have a big impact on the agency over the next five years. This could result in the loss of important institutional knowledge and expertise. Regardless of the exact number of retirements in any given calendar year, it is important to minimize the loss of critical program knowledge and organizational experience with departing employees.

Using Employee Retirement System (ERS) retirement projections, which would include all creditable state service, it is estimated that 49 GLO employees will retire by the end of FY 09. This would result in approximately 8 percent of the agency's employees retiring by the end of FY 09. The GLO retirement estimates suggest that over 27 percent of the agency's employees could retire by the end of FY 13.

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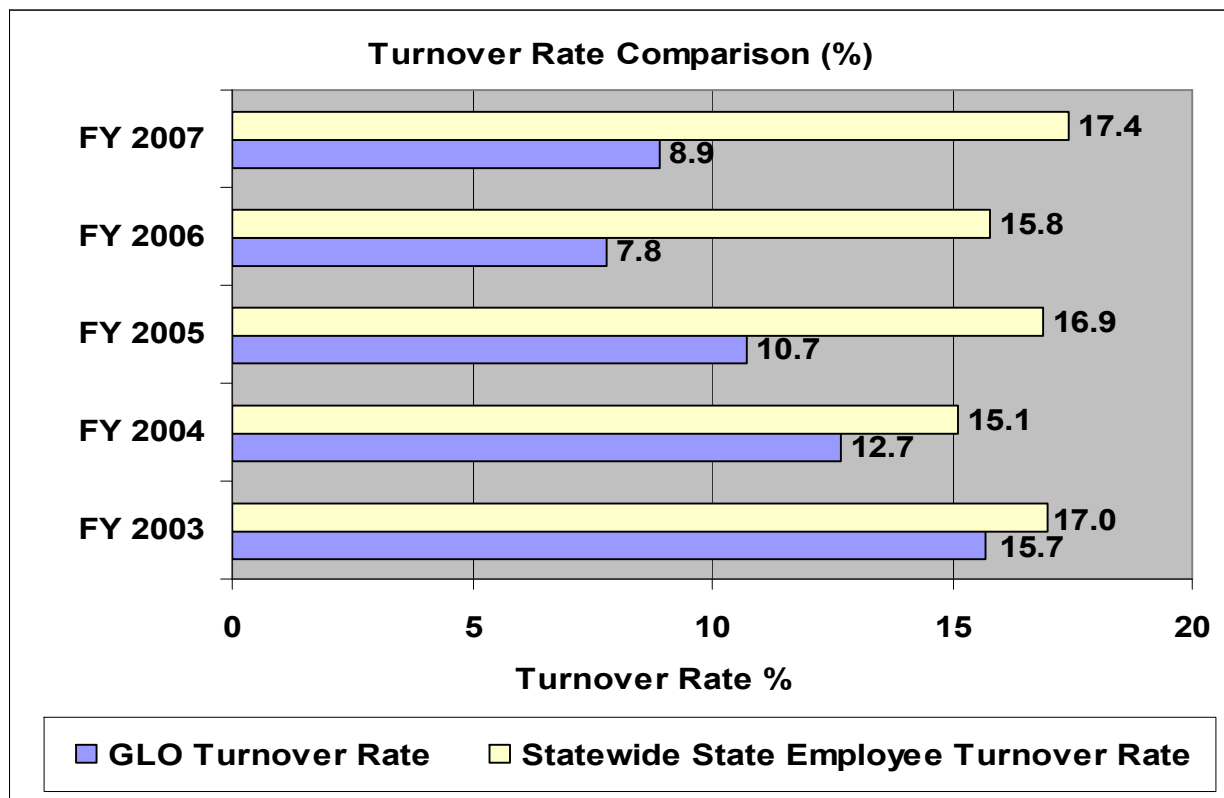
<sup>2</sup> The totals do not include job categories in which the GLO has no employees.

<sup>3</sup> The January 2007 TWC Equal Employment Opportunity and Minority Hiring Practices Report indicated that TWC has combined the statewide percentages for the Para-Professional and the Service & Maintenance EEO categories because they were not available separately from their BLS source report, accordingly, there is no Statewide paraprofessional statistic available for comparison.



### C. Employee Turnover

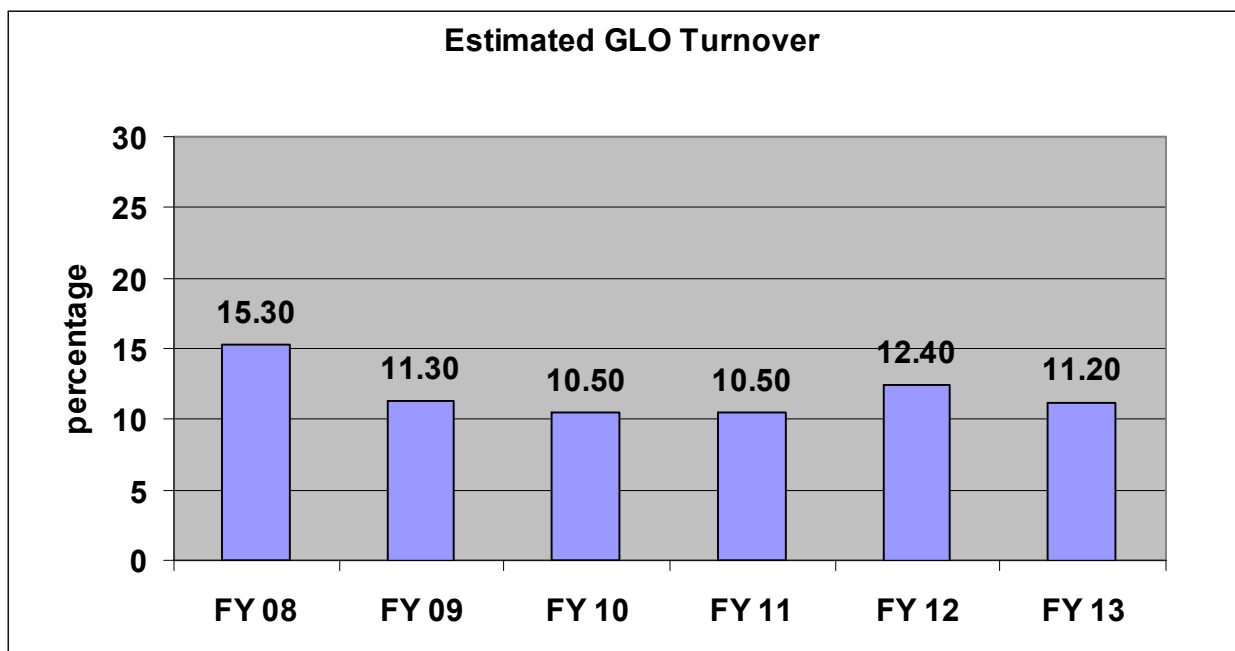
Turnover is an important issue in any organization, and the GLO is no exception. The GLO turnover rate for FY 07 was 8.9 percent. The following chart depicts GLO turnover data for FY 03-07 compared to the FY 03-07 turnover data for the Texas state employee workforce as a whole (reported on the Employee Turnover Statistics — Statewide Turnover Rate page of the State Auditor's Office Human Resources web site). The GLO is proud of the fact that its turnover rate is consistently below that for the state workforce.



In calendar year 2007, highest turnover at the GLO has occurred for:

- program specialist I (7.84 percent)
- program specialist VI (7.84 percent)
- administrative assistant III (5.88 percent)
- program specialist III (5.88 percent)
- programmer IV (5.88 percent)

Agency turnover for calendar year 2007 was 8.8 percent. Using FY 07 involuntary and voluntary turnover data from the State Auditor's Office (SAO) for the GLO and ERS's and GLO's estimated GLO retirements, the following are the predicted GLO turnover rates for FY 08 and the next five fiscal years:



To further evaluate turnover at the GLO, the following graphs show the GLO's CY 2007 turnover data by gender and ethnicity and compare that data to the demographics of the GLO and the statewide workforce<sup>4</sup>. Turnover for Hispanic, African-American, and Other GLO

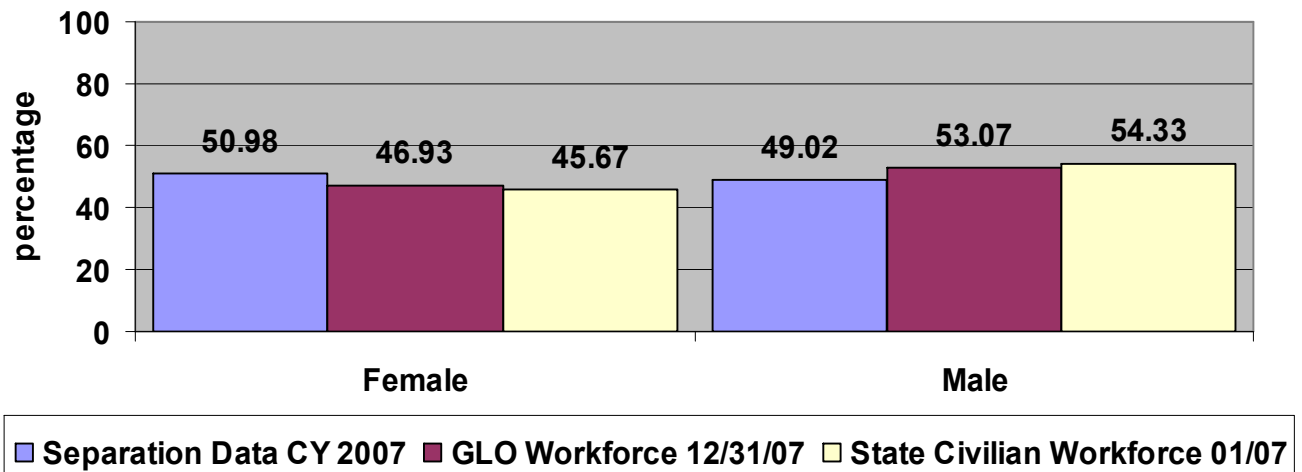
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<sup>4</sup> Texas Workforce Commission's Statewide Civilian Workforce Composition (Table 1 of the TWC's January 2007 Equal Employment Opportunity and Minority Hiring Practices Report). This report only contains data regarding the state's Caucasian, African American, Hispanic, and female workforce. See further information in footnote 1. Temporary employees are not included in GLO or ERS turnover data in this report.

employees in 2007 was less than their percentage of the GLO workforce, while turnover was slightly higher for females.

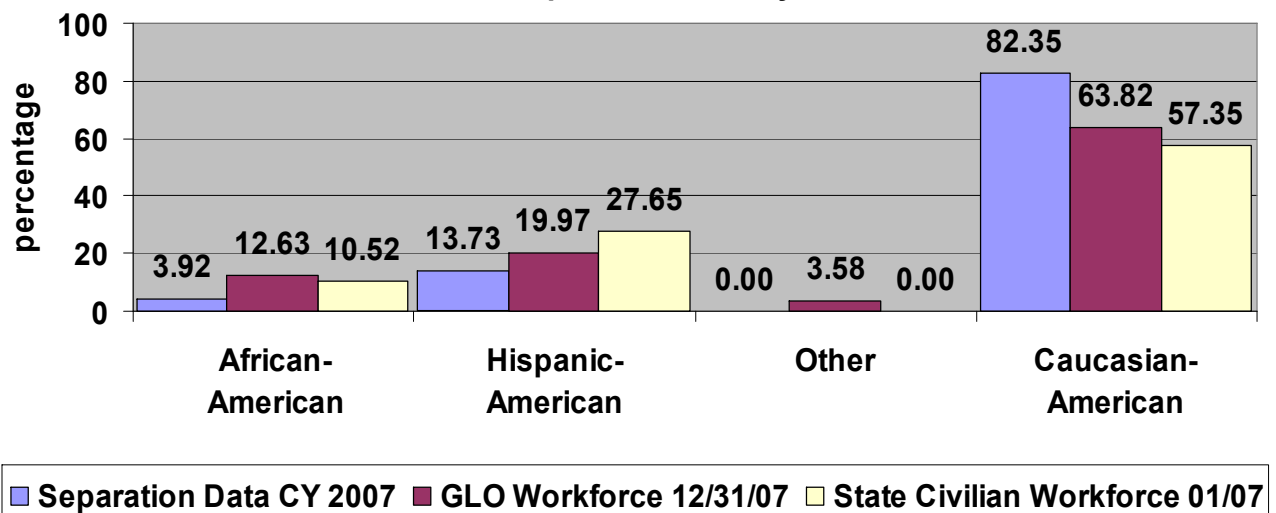
## GENDER

2007 GLO Separation Data/GLO Workforce and State Civilian Workforce  
Comparison-Gender



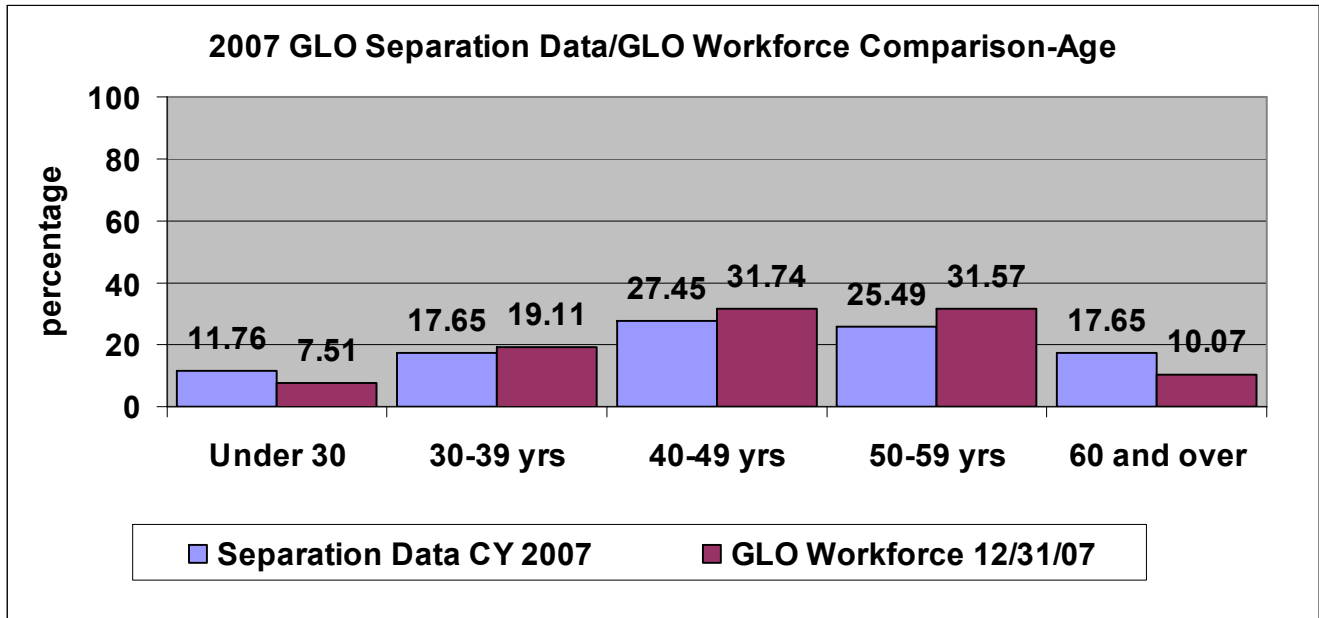
## ETHNICITY

2007 GLO Separation Data/GLO Workforce and State Civilian Workforce  
Comparison-Ethnicity

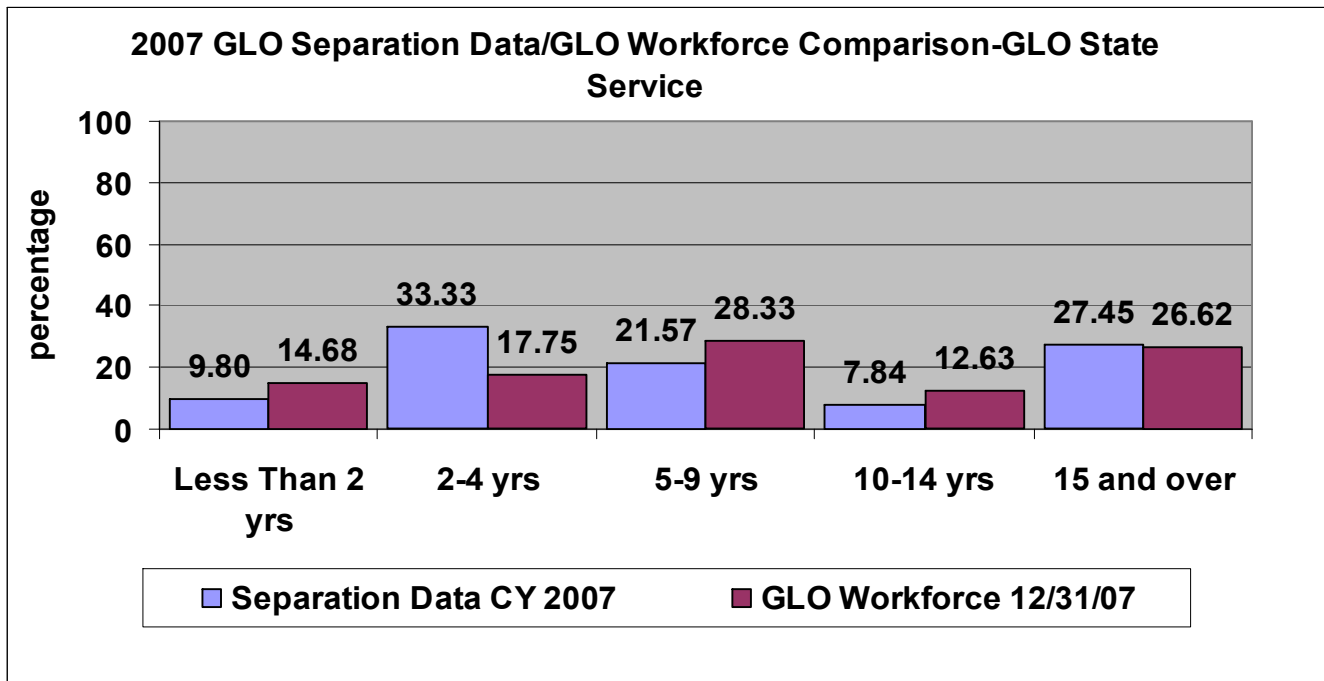


The following graphs show the GLO's turnover data by age and length of service and compare the GLO's turnover data to the GLO's workforce data for CY 2007. Note: The currently available EEOC statewide civilian workforce report does not contain age or length of service data and is therefore not included in the following charts.

## AGE



## LENGTH OF SERVICE



Turnover percentages for employees under 30 years of age and with two to four years of GLO service are disproportionate relative to their percentages in the GLO workforce.

#### **D. Critical Workforce Skills**

Skills are needed in the following substantive areas in order for the General Land Office to accomplish its basic business functions:

- Mortgage and loan management
- Long-term care facility and cemetery construction and management
- Real estate investment, development and sale
- Energy resource leasing/sale and revenue management (including renewable energy)
- Coastal and upland leasing and enforcement
- Environmental science
- Land surveying and appraising
- Historical document conservation and preservation

To succeed at its substantive functions, GLO employees also need skills in:

- Customer service
- Communication/marketing
- Computer technology
- Research and analysis
- Change management
- Project and grant management
- Problem solving
- Financial management
- Negotiation/facilitation/collaboration
- Staff hiring, leadership, management, development, and retention
- Strategic planning
- Business process re-engineering
- Data and information management

### **III. Future Workforce Profile (Demand Analysis)**

#### **A. Expected Workforce Changes**

- Increased workload due to increased federal funding of the Coastal Impact Assistance Program (CIAP)
- Increased workload if the Texas Legislature grants the Veterans Land Board authority to open additional veterans homes and cemeteries
- Increased workload and assignment changes due to increased emphasis on conducting energy royalty field audits and veterans home audits
- Increased emphasis on the use of technology to serve customers and to revise and streamline work processes to make them more efficient, including continued implementation of GLO programs online
- Increased workload in wind power leasing
- An aging workforce
- Retirement of significant historical knowledge, expertise and experience
- Increased diversity in employee demographics, backgrounds, experience and other characteristics

- Periodic difficulty in attracting and retaining qualified employees in certain positions due to fluctuations and cycles in the labor market, especially in terms of the impact of private sector business cycles
- Moves and relocation of large portions of the agency off site and/or to smaller office space over the next two-three fiscal years
- Periodic reorganization and outsourcing to realign resources to achieve agency goals

## **B. Future Workforce Skills Needed**

For the foreseeable future, GLO employees will continue to need the critical workforce skills listed above. In addition, the following new skills will be needed:

- With an increased emphasis on conducting energy royalty field audits and veterans home audits, new skills may be needed for conducting these types of audits.
- As the agency continues to use technology to improve productivity and serve its customers, employees will need the ability and willingness to learn to use new and more advanced computer systems and applications in the future.
- Because over 27 percent of the GLO workforce is projected to be eligible to retire by the end of FY 13, the GLO faces a potential need for highly skilled and experienced employees.
- As Texas becomes more diverse, employees will need to be able to work and manage effectively in an increasingly diverse work environment.
- The agency faces significant changes in its future office moves, and possible future reorganizations and outsourcing. Because these changes may be challenging for employees and lead to reduced productivity, low morale and conflict, GLO managers will need to be very adept at guiding their staffs during times of change.

## **C. Anticipated Increase/Decrease in Number of Employees Needed to do the Work**

The GLO may need additional FTEs in order to manage the increased federal funding of the Coastal Impact Assistance Program (CIAP) and the increased emphasis on conducting energy royalty field audits and veterans home audits and if the Texas Legislature grants the Veterans Land Board authority to open more veterans homes and cemeteries. Otherwise, increased workload demands will be addressed by the reallocation of FTEs within the agency. Any decrease in staffing would significantly impact the GLO's ability to meet its goals. Increased and changing demands will be facilitated by optimum utilization of technology and by continuous review and development of efficient work processes.

## **D. Critical Functions**

The General Land Office's critical functions are:

- Veterans Land Board loan, cemetery and veterans home programs
- Real estate management

- Energy resource management (including renewable energy)
- Coastal and upland management
- Coastal protection and improvement
- Land survey and appraisal
- Archives and records management

To successfully complete these critical functions, the General Land Office relies on a strong set of support areas with expertise in areas such as:

- |                                      |                          |
|--------------------------------------|--------------------------|
| • Legal services                     | • Employee relations     |
| • Information technology             | • Budget                 |
| • Financial reporting and management | • Construction/design    |
| • Funds management                   | • Procurement/travel     |
| • Communications                     | • Facilities management  |
| • Mail/delivery                      | • Fleet/asset management |
| • Auditing                           | • Human resources        |
|                                      | • Governmental relations |

## **IV. Gap Analysis — Anticipated Surplus or Shortage of Workers or Skills**

### **A. Potential Worker Shortage/Surplus**

The GLO may need additional FTEs in order to manage the increased federal funding of the CIAP program and the increased emphasis on conducting energy royalty field audits and veterans home audits and if the Texas Legislature grants the Veterans Land Board authority to open more veterans homes and cemeteries.

### **B. Potential Skill Shortage**

Due to the workforce data and anticipated changes noted above, the agency may experience shortages of employees with the following skills:

- Employees with the skills needed to work on the Coastal Impact Assistance Program (CIAP), conduct energy royalty field audits and veterans home audits, and open/oversee additional veterans homes and cemeteries
- Employees with valuable institutional knowledge, expertise and experience, and/or employees with the skills needed to fill the positions vacated by these valued employees
- Employees with the skills needed to fill certain vacancies for extended periods due to fluctuations and cycles in the labor market (examples: nurses and long-term care workers as long as there is a shortage of workers with these skills in the industry and information systems positions during periods of strong growth for the IT market)
- Employees with the technology skills needed to fully utilize the agency's continually advancing computer systems
- Employees with the skills needed to work with and manage others in a diverse work environment



- Managers with the skills needed to motivate and lead staff, communicate effectively, resolve conflict, and coordinate with other divisions in the agency, especially during times of change and challenges, in order to meet agency goals

## V. Strategy Development

In order to address the potential gaps between the current workforce and future demands, the GLO has developed goals for the current workforce plan. These are based on a range of factors identified through analyzing the agency and its workforce.

<b>I. Potential Gap</b>	<b>Employees with skills and experience needed to support the potential increase in Coastal Impact Assistance Program (CIAP) workload, energy royalty field audits, veterans home audits, and veterans homes and cemeteries.</b>
<b>Goal</b>	To employ staff with skills and experience needed to support the potential increase in CIAP workload, energy royalty field audits, veterans home audits, and veterans homes and cemeteries.
<b>Rationale</b>	If there is increased federal funding of the Coastal Impact Assistance Program (CIAP) program, additional legislative authority to open additional veterans homes and cemeteries, and/or increased emphasis on conducting energy royalty field audits and veterans home audits, the GLO will need to properly support those functions with appropriate personnel.
<b>Action Steps</b>	<ul style="list-style-type: none"> <li>• Evaluate the possible need for staffing adjustments in order to support these programs.</li> <li>• Realign FTEs with current or new staff members as appropriate.</li> <li>• Research potential recruitment strategies to create a qualified applicant pool for specialized positions.</li> </ul>

<b>II. Potential Gap</b>	<p><b>Employees with valuable institutional knowledge, expertise and experience;</b></p> <p><b>Employees with the skills needed to fill positions vacated by these valued employees, and/or</b></p> <p><b>Employees with the skills needed to fill certain vacancies during a tight labor market.</b></p>
<b>Goal</b>	<p>To maintain a competent and knowledgeable workforce — even when experienced personnel are lost due to retirement or during a tight labor market — the GLO must be able to effectively recruit, develop and retain good employees.</p>
<b>Rationale</b>	<p>Over 27 percent of the GLO workforce is projected to be eligible to retire by the end of FY 13. In addition, shortages of certain workers in the labor market will make filling some positions difficult, such as is presently the case for nursing and long-term care positions and as can be the case for information technology positions during times of growth in that industry. As experienced agency employees retire or as employees otherwise leave the agency during a tight labor market, the GLO must be ready to either fill these vacancies with existing staff, or aggressively recruit from outside the agency.</p> <p>Accordingly, the GLO must work to retain its existing employees, especially those with valuable institutional knowledge, skills and experience, and develop those employees with the interest and ability to learn new competencies so they are prepared to progress into more advanced positions and fill vacancies. The GLO must also be prepared to recruit external candidates for vacancies, even during a tight labor market.</p>
<b>Action Steps</b>	<p><b>Succession Planning:</b></p> <ul style="list-style-type: none"> <li>• Identify key positions that should be targeted for succession planning, determine the critical competencies and skills needed for those positions, and consider how to develop staff and/or aggressively recruit to fill these positions should they become vacant.</li> <li>• As part of agency succession planning, develop strategies to ensure that institutional knowledge is retained by promoting the documentation of important program information and the transfer of knowledge by cross training/mentoring.</li> <li>• Review succession plans on a regular basis and update as needed to keep them current and useful.</li> </ul> <p><b>Development:</b></p> <ul style="list-style-type: none"> <li>• Offer employee training to help develop the critical skills listed above, such as communication, customer service and management. Continue to provide both internal and external classroom training, as well as on-line/video/CD-ROM</li> </ul>

	<p>training to make training available to field employees and accommodating to employees' schedules. Continue to inform employees about training opportunities, including those offered by The GLO's Employees Assistance Program and by other agencies that GLO employees may attend at no or little cost.</p> <ul style="list-style-type: none"> <li>• Encourage managers to create programs that allow employees who are seeking new challenges to work on special projects, rotations and/or developmental assignments.</li> <li>• Conduct regular training needs assessments to identify training of interest to employees and managers.</li> <li>• Encourage employee development by continuing the GLO's mandatory training program that requires all employees to earn a minimum number of training credits each year.</li> <li>• Continue the GLO mentoring program to match experienced/skilled employees with employees seeking to learn from them. These mentoring relationships can also help less experienced/skilled employees identify their career goals and plan their career development. Because agency turnover is disproportionately high for employees under 30 and those with two to four years of GLO service, mentoring needs to continue to be offered and emphasized.</li> <li>• Maintain agency career ladders to help employees identify development paths to prepare for jobs with higher-level skill requirements.</li> <li>• Develop a searchable database to inventory employee training and skill sets so that employees may be identified for development and possible promotional opportunities.</li> </ul> <p><b>Recruitment:</b></p> <ul style="list-style-type: none"> <li>• Offer competitive salaries to the extent possible. Consider offering recruitment bonuses for hard to fill positions.</li> <li>• Broadly market GLO positions (which may include attending career fairs, placing advertisements in relevant newspapers, journals or other publications, posting jobs at targeted Internet sites, and coordinating with colleges/universities and other resources in the community) in an effort to achieve a qualified, diverse applicant pool (and thereby workforce) that more closely tracks the statewide workforce.</li> <li>• Continue holding regular recruitment meetings in which employees can brainstorm about how to recruit for posted positions.</li> <li>• Establish contacts at relevant colleges, universities, and schools and in the nursing, long term care, and information technology industries to assist with recruiting hard to fill positions.</li> <li>• Post information about the GLO Diversity Initiative on the GLO's job opportunities web page.</li> <li>• Continue the GLO's summer intern/law clerk/volunteer program to provide individuals interested in public service with hands-on experience with GLO programs and to serve as a good source of potential employees when vacancies occur.</li> </ul> <p><b>Retention:</b></p> <ul style="list-style-type: none"> <li>• Maintain competitive salaries to the extent possible. Consider offering retention bonuses to retain staff in hard to fill positions.</li> <li>• Offer manager training on employee retention strategies to make them aware of the</li> </ul>
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	<p>wide array of tools they may use to retain valuable employees.</p> <ul style="list-style-type: none"> <li>• Assign informal mentors to new employees to assist them in acclimating to the GLO.</li> <li>• Monitor turnover data, Survey of Organizational Excellence results, and exit interview feedback to identify and address any trends or issues that could be contributing to turnover.</li> <li>• Utilize all available compensation, benefits, rewards and incentives to attract and retain staff, including: <ul style="list-style-type: none"> <li>○ administrative leave for outstanding performance</li> <li>○ flexible work schedules, compressed workweek, and part-time schedules</li> <li>○ telework</li> <li>○ college and technical school assistance</li> <li>○ training, including training for personal development</li> <li>○ mentoring</li> <li>○ paid licensing and professional fees</li> <li>○ paid parking</li> <li>○ Employees Assistance Program benefits</li> <li>○ job sharing</li> <li>○ staff retreats</li> <li>○ GLO service recognition (ceremony, service pins, and certificates)</li> <li>○ drawings for use of the Chief Clerk's parking place</li> <li>○ access to on-site massage therapy</li> <li>○ access to Legal Protection Plan benefits</li> <li>○ Cultural Awareness Council (CAC) events, 4th of July lunch, and other GLO happenings and activities</li> <li>○ GLO Wellness Council information and activities</li> <li>○ compliment recognition</li> <li>○ phased (gradual) retirements</li> <li>○ relaxed dress code</li> <li>○ manager thank-you cards,</li> <li>○ Visa gift card drawing to reward outstanding employees</li> </ul> </li> <li>• Seek the identification and implementation of other retention programs designed to reduce turnover so the agency has a larger pool of experienced employees who can be tapped to fill future vacancies.</li> </ul> <p><b>Multi-purpose:</b></p> <ul style="list-style-type: none"> <li>• Continue the activities of the GLO Cultural Awareness Council (CAC) to create cultural awareness and opportunities at the GLO.</li> <li>• Continue the activities of the GLO Wellness Council to provide information and motivation in an effort to promote employee wellness.</li> </ul>
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<b>III. Potential Gap</b>	<b>Employees with the technology skills needed to utilize the agency's continually advancing computer systems.</b>
<b>Goal</b>	To employ staff with the technology skills needed to utilize the existing and future agency computer systems.
<b>Rationale</b>	The agency will continue to implement new and revised computer systems in an effort to make work processes more efficient and better serve GLO customers. GLO employees must be able to use these systems to maximize their effectiveness and productivity.
<b>Action Steps</b>	<ul style="list-style-type: none"> <li>• Offer employees the option of taking online computer training and/or live classes to train employees how to use various GLO applications.</li> <li>• Use Web-X technology where appropriate to facilitate employee training.</li> <li>• Encourage employees to take computer training by counting the courses toward employees' required annual training credits.</li> </ul>
<b>IV. Potential Gap</b>	<b>Employees with the skills needed to work with and manage others in a diverse work environment.</b>
<b>Goal</b>	To employ staff who can effectively function in a diverse work environment.
<b>Rationale</b>	As Texas and the GLO continue to become more diverse, agency employees must be able to work with and manage people with all kinds of differences in order to do the agency's work and to be the kind of workplace that can attract and retain qualified employees.
<b>Action Steps</b>	<ul style="list-style-type: none"> <li>• Offer speakers and training on a variety of topics to promote an environment that is inclusive and draws upon the strength of the diversity of the GLO workforce.</li> <li>• Regularly review agency demographics.</li> <li>• Evaluate Survey of Organizational Excellence feedback for the diversity construct and take appropriate action to achieve further improvement.</li> </ul>

<b>V. Potential Gap</b>	<b>Managers with the skills needed to lead and motivate staff, communicate effectively, resolve conflict, and coordinate with other divisions in the agency, especially during times of change and challenges, in order to meet agency goals</b>
<b>Goal</b>	To employ managers who are able to effectively lead, develop, and manage their staff, especially during relocations, reorganizations, outsourcing, and other organizational changes.
<b>Rationale</b>	The agency faces upcoming staff relocations and possible future reorganizations and outsourcing that could lead to reduced productivity, low morale and conflict for some employees. The GLO needs managers who are not only effective managers overall, but all very adept at leading their staff during times of change and challenges.
<b>Action Steps</b>	<ul style="list-style-type: none"> <li>• Implement a plan to provide mid-level managers Dale Carnegie training in the fundamentals of management, including specific training on leadership during times of change and challenges.</li> <li>• Include team leaders in this training to prepare them for future management roles.</li> <li>• Train senior managers on the approach of this training so they will be prepared to support this program to develop their management staff.</li> <li>• Continue to send senior managers to the Governor's Executive Development Program when possible.</li> <li>• Encourage employees to use the GLO's Employee Assistance Program if they find changes at work stressful.</li> </ul>